

***24<sup>th</sup> MEU ACE***  
***Operational Philosophy***  
***&***  
***Institutional ORM***

**Lieutenant Colonel R.S. Barr USMC**  
**Commanding Officer, HMM-365(Rein)**  
**Aviation Combat Element, 24<sup>th</sup> MEU**

09/11/16

OPNAVINST 3500.39B  
MCO 3500.27A

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# Why the ACE exists...

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*In general, we support the MAGTF;  
specifically*

***We support the Ground Combat  
Element,***

***We train and prepare for war,***

***We fight and we win,***

***We return home victorious - and with  
honor!***

# Ensuring Mission Accomplishment

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***“Operational Excellence”***

**Our motto: “Second to None”**

**Our goal: “Unparalleled  
support**

**- on time,**

**on target”**

***Mission success also  
depends on the preservation  
of all our assets while  
safeguarding our people who  
are our most precious  
resource***

*The greatest variable in aviation is human performance. The systems of rules, regulations, and programs which glue aviation together form the structure with which we reduce the variability to acceptable levels*

# Our Military Culture...

*has*

*challenges*

- We can do anything, anywhere, anytime, at any cost
- Inbred reluctance (institutional bias) to say “no”
- Making decisions based on the way we’ve always done it
- Letting ‘somebody else’ worry about mission hazards
- The rules don’t apply when we get to combat

# Organizational and Supervisory Factors

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- Underlying latent causal factors

- **Unhealthy command climate**
- **Poor safety culture**
- **Inability to learn from indicators and mistakes**
- **Failure to enforce all standards**
- **False sense of urgency**
- **Lousy decision making**
- **Undisciplined operations**



***Behavior is the result of the culture you live in***

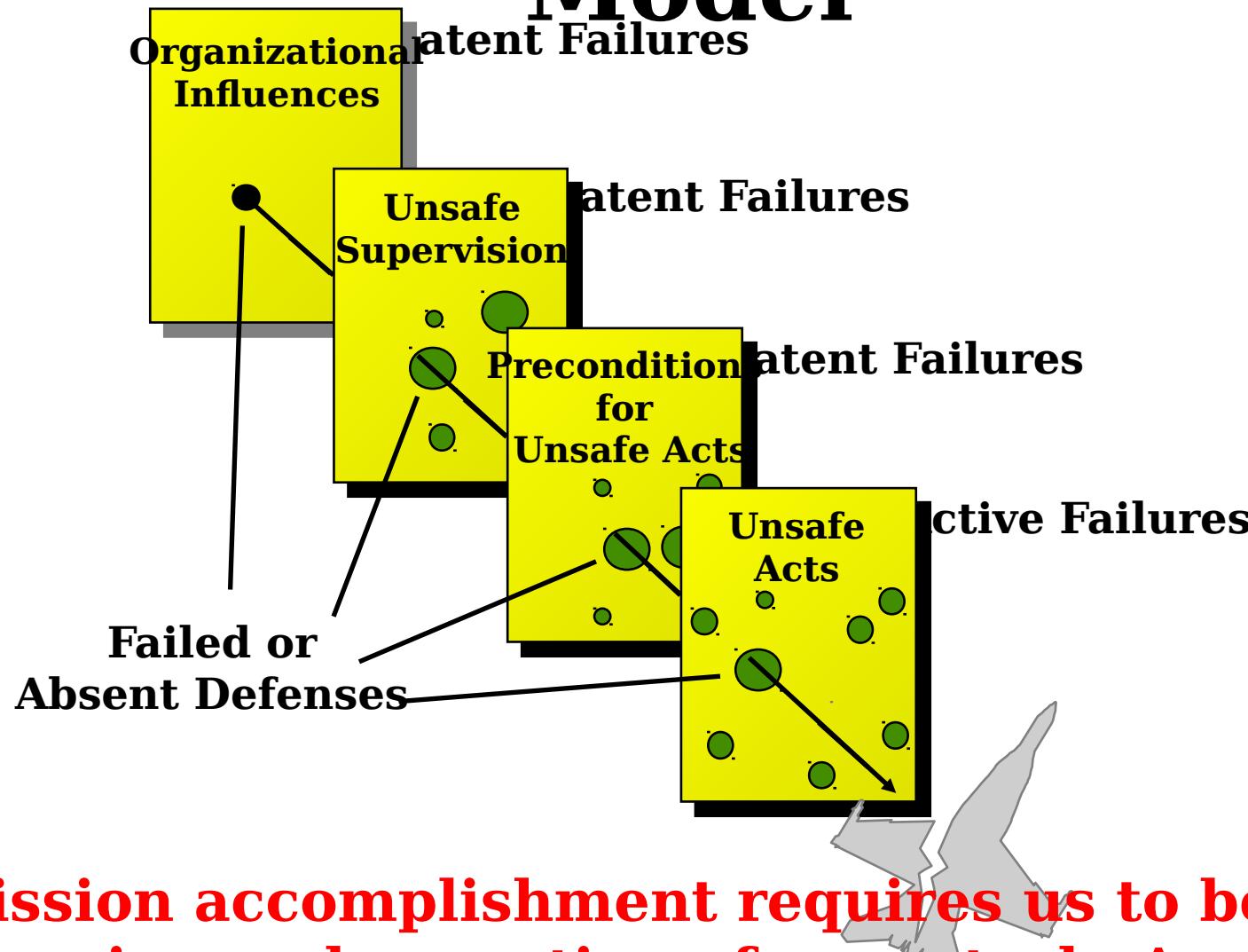
# Individual Human Factors

- Overzealousness
- Complacency
- Lethargy
- Forgetfulness
- Anxiety
- Assumption



***Knowledge, training, culture, and discipline are our***

# Link Analysis - Reason's 1990 Model



**Mission accomplishment requires us to be professional in the planning and execution of every task. A good safety culture is a byproduct of our professionalism.**

# **‘Operationalizing’ Safety**

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- **Knowledge base**
- **Attention to detail**
- **Thorough and progressive training**
- **100% adherence to rules, regulations, and standards**
- **Fidelity and accountability**
- **Wargaming and oversight**
- **Authority to use the “King’s X” - if it doesn’t look right, feel right, smell right stop the show and sort it out**

# How do we ensure that we are 'Operationalizing' Safety?

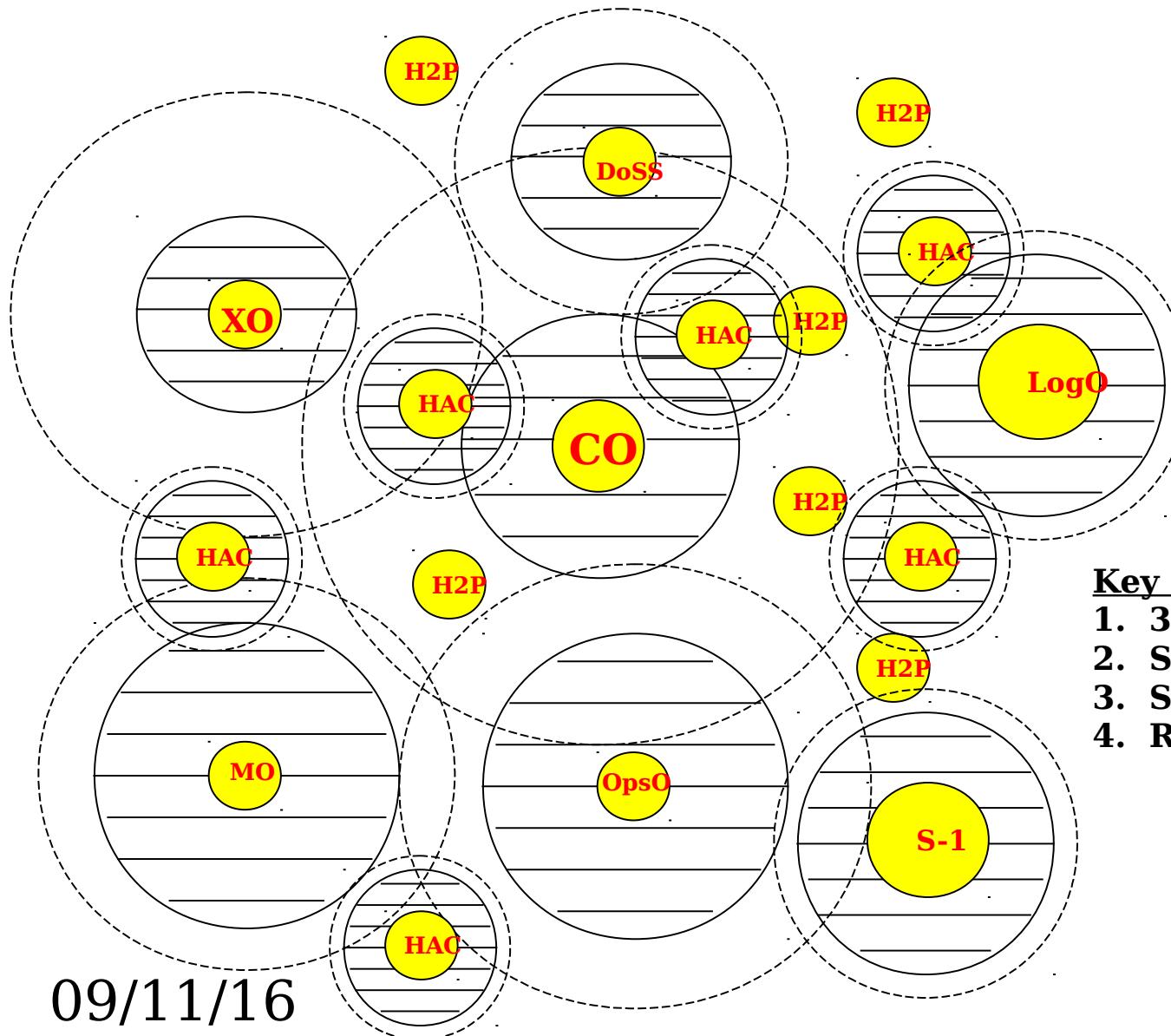
Through the use of  
Institutional ORM

# Assumptions

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- **Squadron operational oversight [including safety of flight issues] have often been affected to the greatest extent by the most senior proactive and influential personnel (e.i. OpsO, CO, DoSS, and select Majors and Captains)**
  - Squadron dynamics too are most affected by the strengths of these key personnel
- **In many cases squadron processes focus largely on program management and reporting vice an institutional program of checks and balances with the primary goal of mission accomplishment and zero mishaps**

# *Barr's Squadron Dynamics Model*



## **Key Points**

1. 3-D dynamic motion
2. Sphere of observation
3. Sphere of influence
4. Relative ability to affect

# “The Box” defined

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**CO’s Safety Program and  
Standard Operations Procedures**

**OPNAV  
NATOPS  
T&R  
ANTTPs**



**Tactical acumen  
Professionalism  
Good decision making  
and common sense**

**Operational  
Risk  
Management**

***You will plan all operations in the center of the box  
- no box expanding drills are authorized***

# Link Analysis - Reason's 1990 Model



Where is that cohesive system of systems of rules, regulations, and programs which glue aviation together form the structure with which we reduce the variability to acceptable levels?

- *Institutional ORM*

# **Operational Risk**

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## **Management Approach and Integration Strategy**

**CRM is our #1 Tool..**

- 1. Top-down application**
- 2. Strong Command backing**
- 3. Decentralized implementation**
- 4. Application down to the most basic levels**
- 5. Standardized process**

# **Operational Risk**

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## **Management**

### **& Processes**

#### **Four Principles**

- 1. Accept risk when benefits outweigh the cost**
- 2. Accept no unnecessary risks**
- 3. Anticipate and manage risk by planning**
- 4. Make risk decisions at the right level**

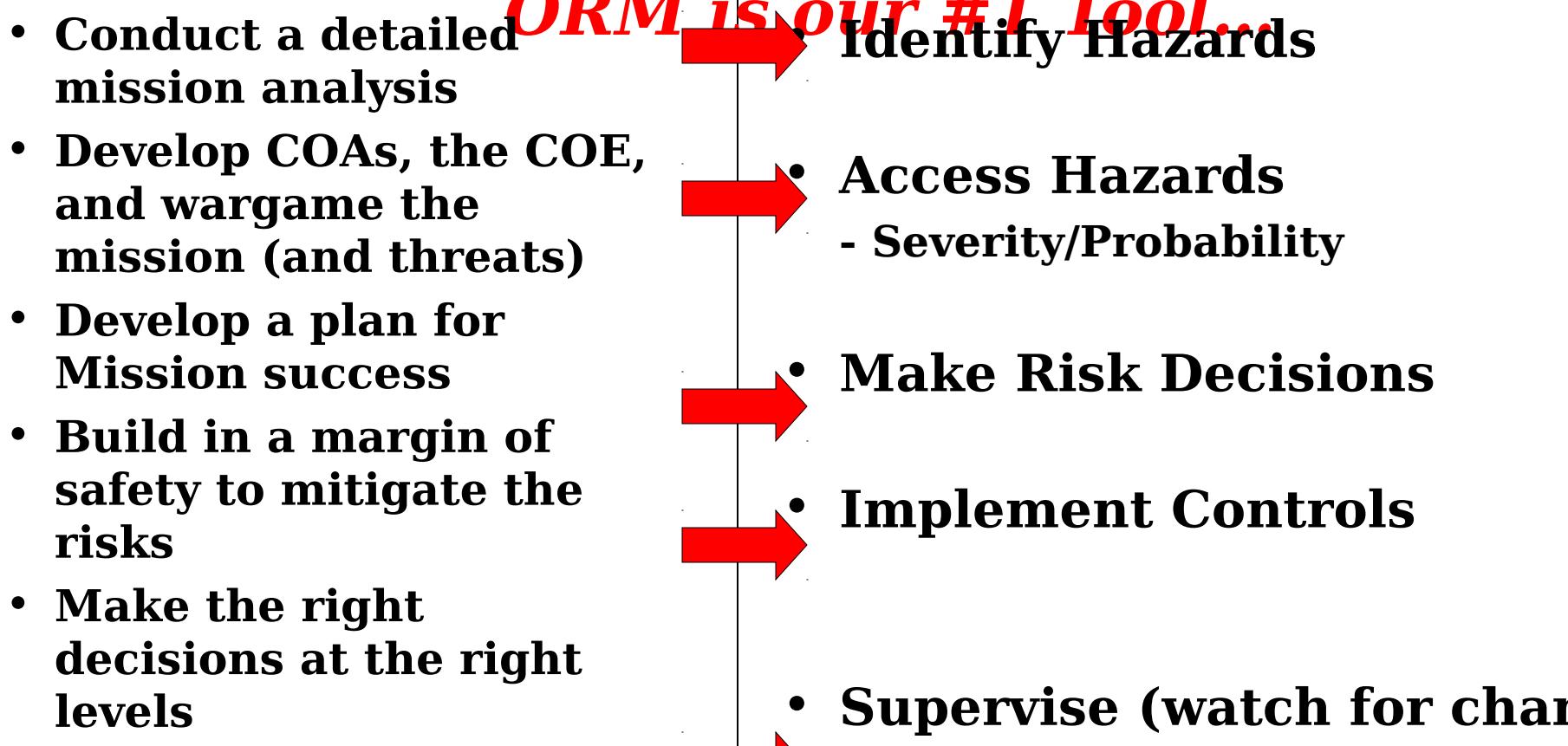
### **Principles**

*ORM is our #1 Tool..*

#### **Five-Step Process**

- 1. Identify Hazards**
- 2. Assess Hazards (severity/probability)**
- 3. Make Risk Decisions**
- 4. Implement Controls**
- 5. Supervise (watch for changes)**

# Operational Risk Management



# Hazard Detection

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**Hazards, synonymous with mishap causal factors, may exist as a result of poor design, unprofessional work or operational practice, inadequate instructions or publication, or the environment is demanding and unforgiving.**

**Hazards can be detected during every phase of a mission from planning through execution**

# **Hazard Elimination**

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**The keys to effective hazard elimination are knowledge of required procedures and responsibilities, proper use of materials and equipment, and safety awareness**

**Hazards must be mitigated and eliminated out of the way**

# 24<sup>th</sup> MEU ACE - Institutional ORM

## Three levels of ORM

- Long Term - In-Depth
- Mid Term - Deliberate
- Short Term - Time Critical

**Operationalized in three areas**

- Written Directives
- Education and Practices
- Executive Oversight

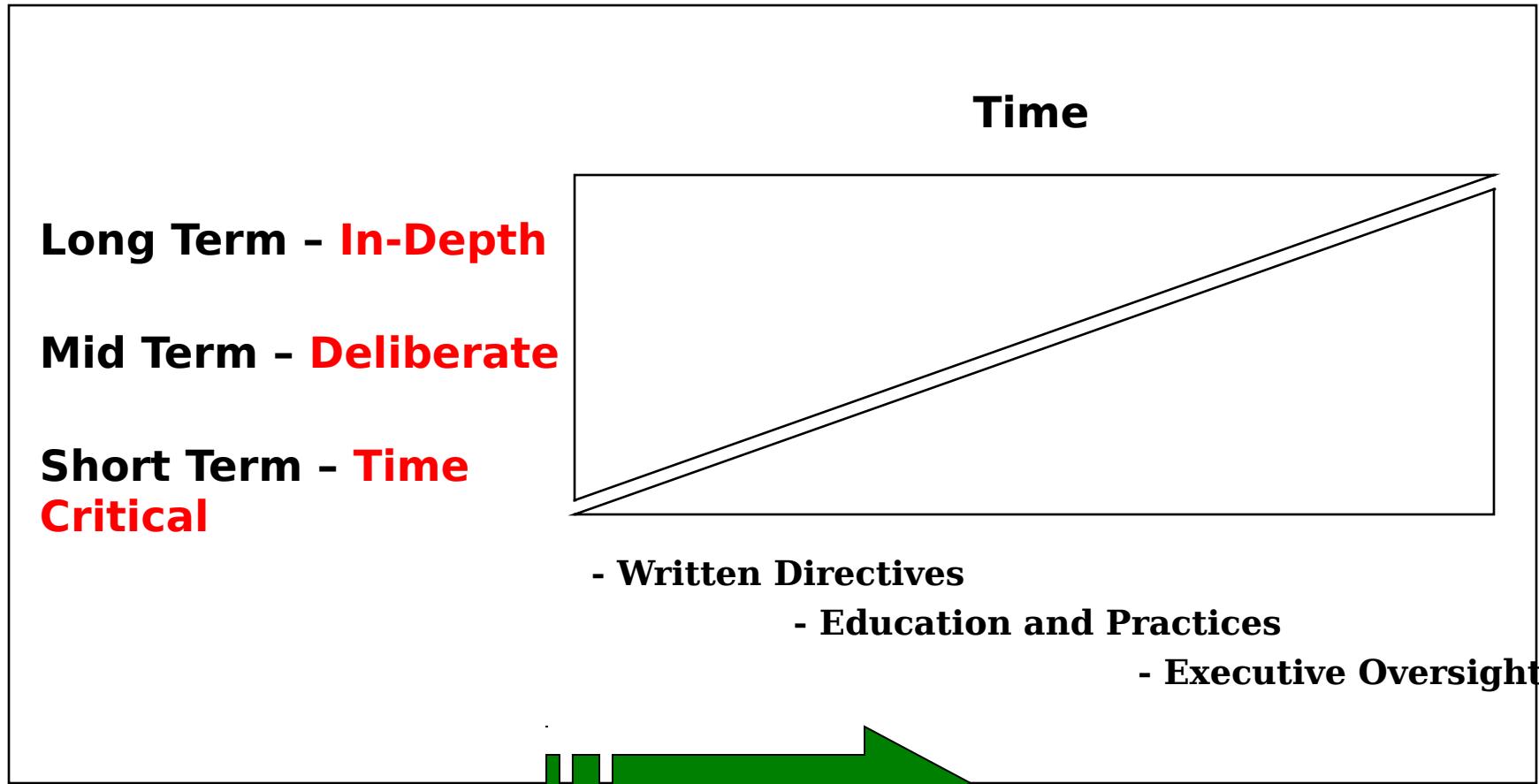


# Focus

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- “**Actions in the objective area**”
  - A literal industry term
  - A metaphor capturing both tactical as well as administrative critical success points
    - Distillation of the key elements
  - Holistic approach inclusive of all aspects of the employment of the ACE
    - From movement plans to mission planning and briefings, as well as off duty incident prevention, etc.
  - Hazards and risks are identified and measures taken to ensure mission accomplishment

# ORM - Relationship to Time

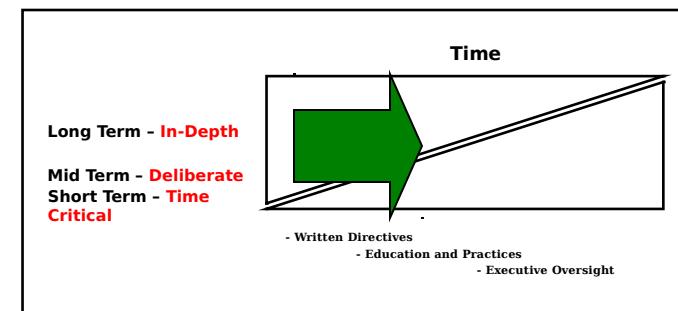


***There is a logical shift in emphasis over time***

# Long Term - In-Depth

## Written Directives

- DoD and HQMC Safety and ORM Policies
- OPNAVINST, NATOPS, ANTTPs
- Training and Readiness (T&R) Manual
- Mission Essential Task List (METL)
- MAWTS-1 Course Catalogue
- Commanding Officer's Guidebook
- Squadron Standard Operating Procedures (SOPs)
- Pre-deployment Training Plan (PTP)
- Operations Department Aviation Monthly Training Plan
- Operations Department Aviation Weekly Training Plan
- Maintenance Training Plans
- Department of Safety and Standardization (DSS) 30/60/90 Plan
- Letters of Instruction (LOIs)
- Fragmentary (FRAG) Orders and handouts for all major evolutions
- Squadron Pilot and Aircrew Training Syllabi
  - *Rugby University*
  - *Progressive vice cyclic training plans*
- Learning objectives for T&R Phases and major training evolutions
- Master Scenario Events List (MSEL)
- SARA

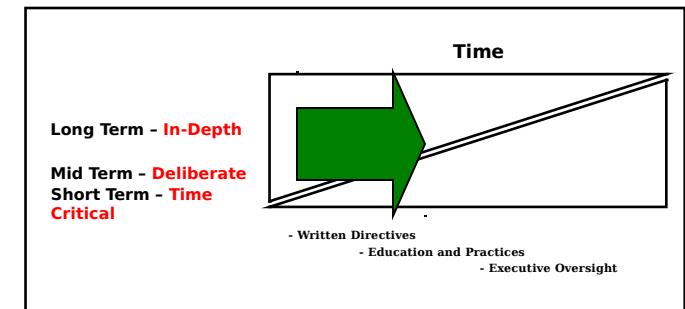


***Institutional procedures and practices founded in written directives***

# Long Term - In-Depth

## Education and Practices

- **Formal Schools**
  - Aviation Safety Officers School
  - Aviation Safety Command Course
  - HCMC Commanders' Course
  - Operational Risk Management
  - SARA instruction and supervised employment
  - ORM instruction and supervised employment
- **MAWTS-1 Academic Support Package**
- ***Rugby University* - initial and continuing education**
- **Progressive vice cyclic training plans**
- **Tactical Decision Games (TDGs)**
- **Briefing of Serious Incident Reports and Hazard Reports**
- **“I was there” stories during All Officer’s Meetings (AOMs)**
- **“Best Safety Practices” - 2 minute lesson learned during every maintenance shift changeover**
- **Focused Professional Military Education (PME) program**
- **Human Factors Analysis and Classification System (HFACS) review and application**

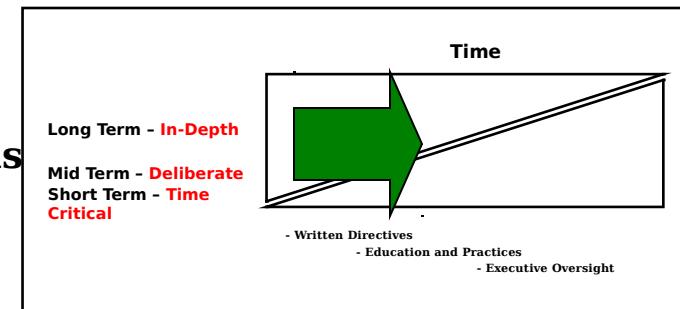


***Institutional procedures underscored by education and practice***

# Long Term - In Depth

## Executive Oversight

- Higher Headquarters inspection of all programs
- Standardization Board
  - Tactics Board
  - Pilot/Aircrew Training Board
- Human Factors Council/Human Factors Board
- Committees established for all major evolutions
  - Officer In Charge appointed
  - Initial, Main, Final Planning Conferences through evolution execution
- Wargaming and Crosswalk conferences
- *White Hat* meetings
- *Guardian Angel* oversight
- Everything goes through the Operations Department
- **Progressive vice cyclic training plans**
- CO decision/approval process inculcated

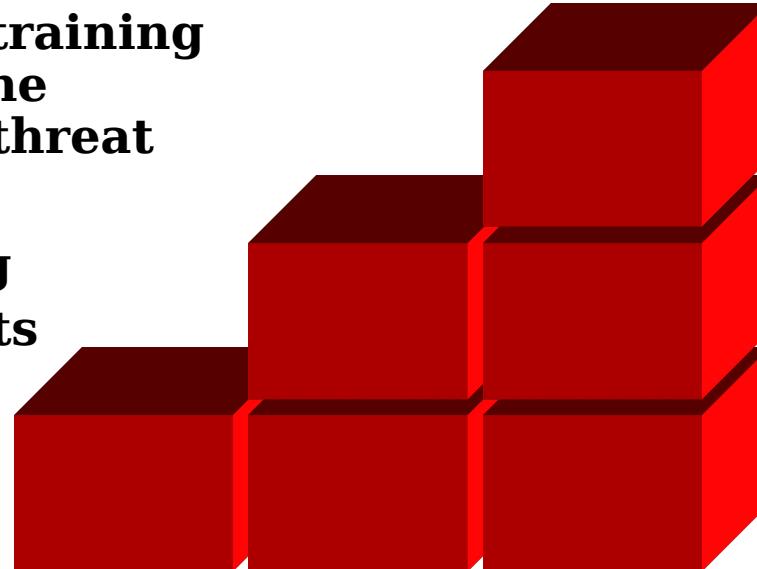


***Institutional procedures practiced and enforced throughout***

# Progressive Vice Cyclic Training

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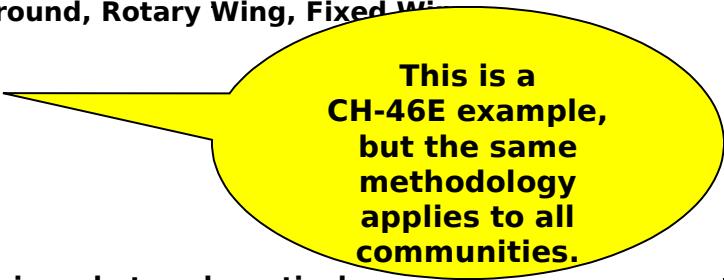
- **Identifying the holistic training requirement based on the mission profile and the threat**
- **Academic training**
- **Hands-on static training**
- **Stair-step training flights**
- **Tactical Missions**
  - **Planning**
  - **Briefing**
  - **Execution**
  - **Debriefing**
- **Re-assess; re-attack or move to the next phase of training**



***Mission oriented: crawl, walk, run - building block approach***

# Progressive Vice Cyclic Training Plan

- 1. Mission Analysis Conducted: Credible Air and Ground Threat to Aviation**
- 2. Teach Classes on the most likely threat to be encountered; Ground, Rotary Wing, Fixed Wing, and Air to Air Weapons Systems**  
(ZSU-23-4 & Gun Dish RADAR, SA-8 & Land Role RADAR, SA-7)
  - Ground Threat**  
MI-8, MI-24 and associated Air to Air Weapons Systems
  - Rotary Wing Threat**  
MI-8, MI-24 and associated Air to Air Weapons Systems
  - Fixed Wing Threat**  
SU-23 and associated Air to Air Weapons Systems
- 3. Dissect all primary and associated threat systems and determine what each particular system employs against helicopters. Know how we will identify if it is out there (APR-39, AH-1W LASER Detection Set, visual, etc).  
Know how the system is commonly employed (autonomous or within an integrated air defense system)**
- 4. Teach all CH-46E Aircraft Survivability Equipment (ASE)**  
**ALE-39, ALQ-157, ALE-39/47, AAR-47**
  - Cover all the basics of the systems to include programming
  - Conduct hands-on training operational and troubleshooting
  - Match expendables against the threat
  - Develop plans to maximize ASE to defeat the planned threat (expendable cocktails)
- 5. Teach tactical formation maneuvering (TACFORM) classes**
- 6. Teach terrain flight (TERF)**
- 7. Teach Ps-EM**
- 8. Teach XM-218 employment (pilots as well as crew chiefs)**
- 9. Fly TERF, TACFORM, and TACFORM at TERF altitudes**
- 10. Teach Basic RADAR Principles**
  - RADAR Horizons, RADAR Resolution Cell, RADAR Terrain Masking (RTM) Predictions
- 11 Teach Electronic Warfare Classes**
- 12. Fly the Electronic Warfare T&R syllabus flights**
- 13. Teach the Defensive Measures Course, conduct a DM walk-through (non-fly day) - all aircrew**
- 14. Fly the DM Syllabus (Ground Threat Reaction, Rotary Wing, and Fixed Wing)**
- 15. Fly tactical flights incorporating “surprise encounters” with these types of threats**
- 16. Debrief the training plan re-evaluate strengths and weaknesses, and schedule refresher training**

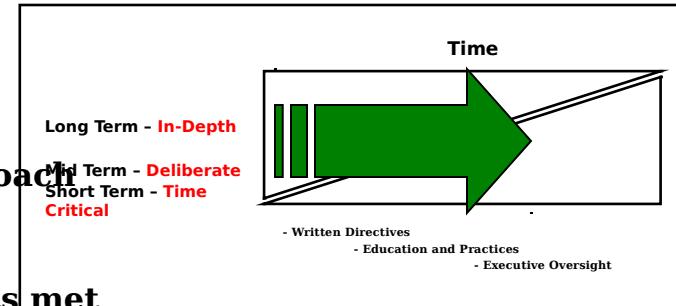


This is a CH-46E example, but the same methodology applies to all communities.

# Mid Term - Deliberate

## Written Directives

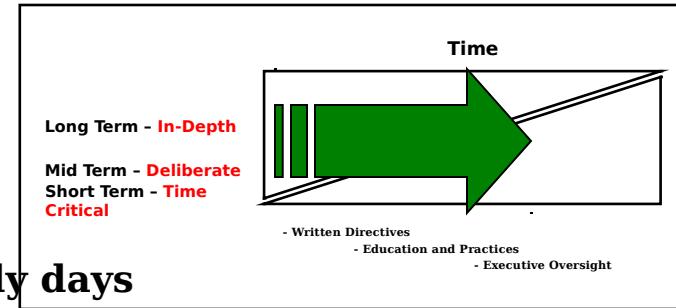
- Operations Department Aviation Monthly Training Plan in execution
- Operations Department Aviation Weekly Training Plan in execution
- Mission LOI, FRAG Order, handouts, learning objectives, MSELs
  - Reviewed for accuracy and completeness
  - Funnel the event
  - Underscore learning objectives
- T&R Manual requirements met
  - Standardized Crawl, walk, run - building block approach
  - Proper time and assets scheduled for each T&R "X"
- Daily flight schedule written
  - Prerequisites, currency and proficiency requirements met
  - Experience levels prescribed and met
    - Designations and qualifications (HAC to HAC)
    - Individual ability
    - Total flight time considered (I.e. 1000 hours in the cockpit)
  - Crew pairings chosen
  - Limit the total number of hours flown, and the total numbers of events to complete
- Continue to standardize what is taught (beyond the T&R Manual) for each phase of flight training
  - E.g. TERF, NVG, Shipboard Ops, Externals, DM, weapons employment, etc.
  - Reading assignments, discussion topics, standardized "dance card" for what is practiced in flight



# Mid Term - Deliberate

## Education and Practices

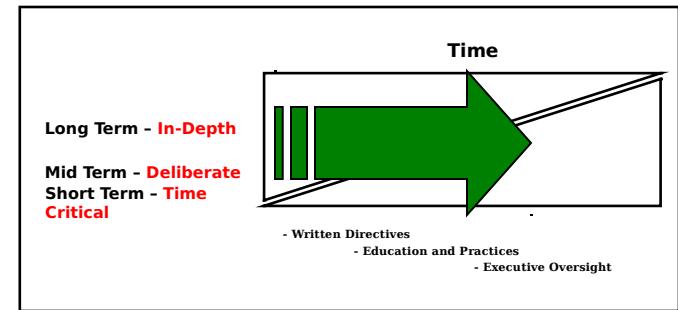
- Classroom instruction focusing more closely on the mission at hand
  - External Operations
  - Shipboard operations
  - Terrain Flight (TERF)
  - Night Vision Goggle (NVG)
  - Weapons employment
  - Close Air Support
  - Low/Med/High Threat Tactics
- Mission planning demonstrations
- Mission planning and briefing executed on non-fly days
- Briefing of Serious Incident Reports and Hazard Reports
- Pilot mentor program
- Pilot on-wing program [first three flights with same instructor pilot]
- Maintenance training days MATMEP
- BITS/Safety Stand Down events



# Mid Term - Deliberate

## Executive Oversight

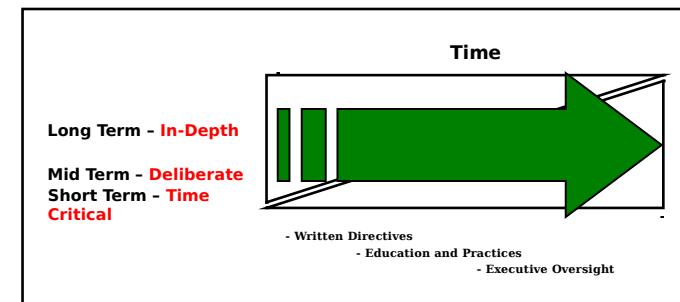
- **Standardization Board**
  - Beyond what is written in the T&R Manual
  - Mission profile specific standardization from planning through execution
- **Risk mitigation decisions met**
- **Manage battle rhythm and operations tempo**
- **SARA database employed accurately**
- **Major evolution committees**
- **Operation specific issues met**
  - Landing Zone (LZ) surveys conducted
  - Training routes certified
  - Airspace coordinated
  - Site safety surveys conducted
  - Extended/Closed field hours and Prior Permission Required (PPRs) coordinated
- **Maximum participation during mission planning and briefing**
  - Weapons and Tactics Instructors (WTIs), Flight Leaders, Instructor Pilots (IPs)
  - Other pilots not assigned to fly the mission are also involved
  - Pilots under training share portions of the flight brief and practice leading Sections/Divisions
- **White Hat and IP Coordination Meetings**
  - All WTIs, Flt Ldrs, and IPs provide a Quality Assurance Check (QA) of the plan
- **MSEL Brief for all pertinent Flt Ldrs and aircraft commanders**
- **Flight Briefs - crystal clear - focus on actions in the objective area**
- **Crew rest, crew day, total flight hour limitations adhered to**
  - Combating acute and chronic fatigue



# Short Term - Time Critical

## Written Directives

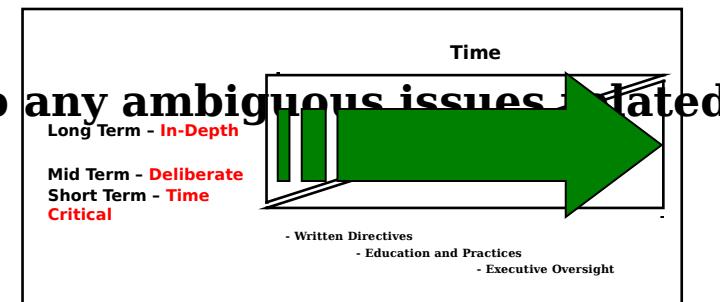
- **FRAG Order updated, supported unit contacted for last minute updates**
- **ORM Worksheet developed, reviewed, and updated**
- **Daily flight schedule executed - with very few changes**



# Short Term - Time Critical

## Education and Practices

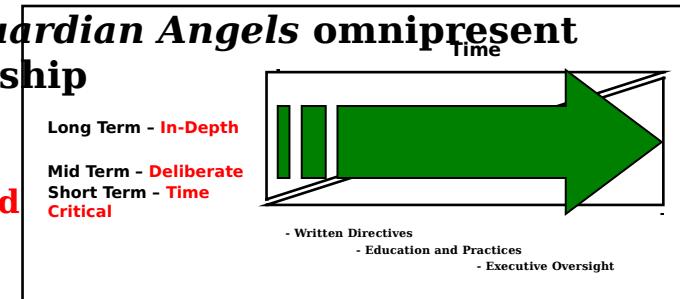
- **Operations Duty Officer (ODO)**
  - Operations Department guidance
  - Local flying area update
  - Notice to Airmen (NOTAMS) researched/briefed
  - Home Field status updates
  - Maintenance liaison
  - Primary Flight Control (PriFly) liaison [ship board]
  - Weather update
- **Focused areas during the mission, flight, and cockpit briefs - re-brief's as required**
  - Actions in the objective area
- **White Hat meeting to ensure each IP has correctly identified the risks and developed**
  - an adequate plan to mitigate them**
- **Reference directive publications to clear up any ambiguous issues related to the conduct of the mission**



# Short Term - Time Critical

## Executive Oversight

- **Rehearsal of mission brief**
- **Mission brief conducted**
- **Objective area walk-through or “sand table exercise”**
- **White Hat meeting**
- **Scrutinize all “last minute” schedule changes**
- **Fly the mission exactly as planned and briefed**
  - In flight decisions are expected when foreseen or unforeseen events take place
  - Zero tolerance for last minute creativity and non-briefed maneuvers
- **Fly the NATOPs numbers - all pilots must be very good at the basics**
- **Limit the number of missions a crew can “flex” to**
- **Limit the number of times a crew can enter an objective area**
- **Require objective area updates and hand-overs between aircraft**
- **Spread load cockpit workloads amongst the flight members**
- **Emplace liaison officers on the deck as appropriate for landing in any non-standard LZ**
- **WTIs and Senior Flt Ldrs lead the flights with *Guardian Angels* omnipresent**
- **CO, XO, DoSS site visits - visible hands on leadership**
- **Anyone can call “King’s X”**
  - If it doesn’t look right, feel right, or smell right; call “terminate” or “knock it off”, stop the show and sort it out



# **That is how we conduct Institutionalization in HMM-365(Rein)**

**Department Heads and Detachment OICs were given this brief during our back in the saddle last January. Now it is your turn to familiarize, learn, and execute this process in your daily activities**

# Areas to Improve

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- **Mentorship of Captains and NCOs**
  - Zero second tour Captains
  - Not enough Staff Sergeants
  - Increased leadership, supervision, mentorship and management by Majors and Senior Staff NCOs is the only way to make up for this shortfall
- **Refine the METL we must be prepared to execute - ensure our progressive training plan prepares us for these missions**
  - Re-evaluate and cross-reference the deployment training and contingency/combat plans
  - Flesh out the details in writing
  - Execute the plan!
- **Come up with ways to strengthen the institutional ORM captured in this plan**
  - Use the vehicles that already exist, continue refinement of our day to day practices
  - Education and oversight must occur at every level
  - Step up your level of preparation and supervision and oversight
- **Continue to espouse the CO's Safety and Operational Philosophies**
  - Higher directives are the answer key
  - Education is the vehicle
  - Communication is the linkage

# **'Operationalizing' Safety**

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- **Knowledge base**
- **Attention to detail**
- **Thorough and progressive training**
- **100% adherence to standards**
- **Fidelity and accountability**
- **Wargaming and oversight**
- **Authority to use the “King’s X” - if it doesn’t look right, feel right, smell right stop the show and sort it out**

# ORM = Combat Safety

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- **A well trained unit**
- **Pilots that are very good at the basics**
- **The employment of solid aircraft and equipment**
- **Thorough mission planners good at planning**
- **The reliance on simple effective tactics**
- **Continuous threat awareness [all threats]**
- **Disciplined execution - aggressive, but well thought out**
  - **Incorporating surprise, deception, daring, and flexibility**

# What I expect...

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- **Display professionalism in every situation**
- **Know, abide and enforce all established rules and procedures**
- **Actively participate in efforts to identify and eliminate hazards**
- **Recognize and respect your own limitations**

***Knowledge is the basis for professional judgment and moral courage are required for its practice***

# What I mandate...

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- **Thorough mission analysis**
- **Detailed Planning**
- **Employment of sound tactics**
- **Clear and concise briefing**
- **Professional execution**
- **Timely and pertinent debriefing**

***Disciplined Warfighting***

***This process is continuous and applies equally to all members of the flying community without regard for rank, experience, or crew position***

# Aircraft Knowledge - Cold

- NATOPS, T&R  
Manual, ANTTPs,  
SOPs, etc.



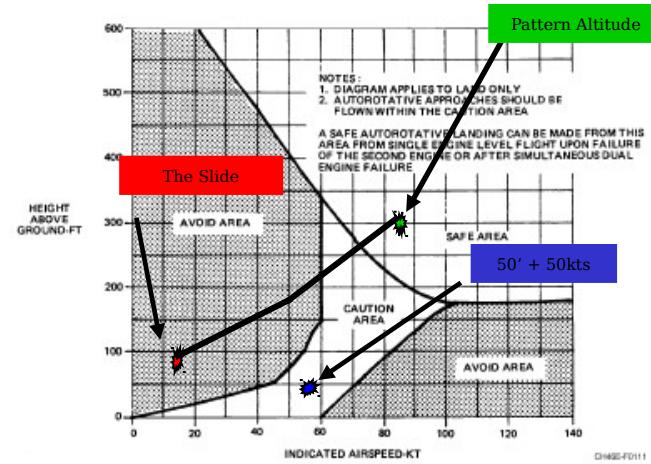
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# Accurate Load Computations

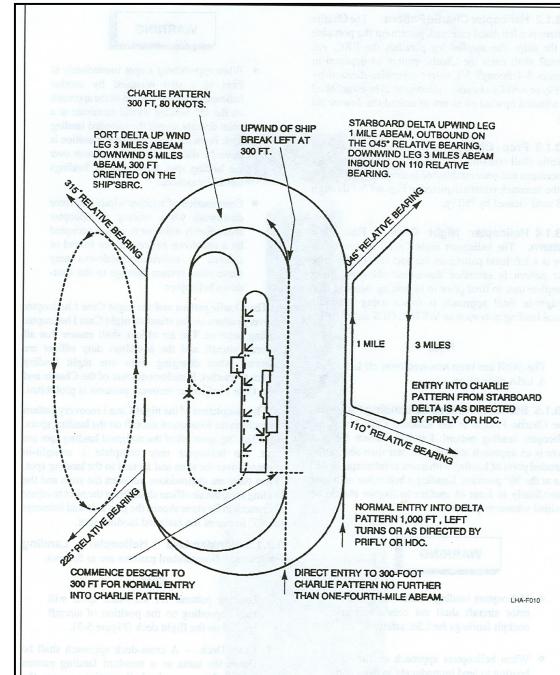
- For the atmospheric conditions and aircraft configurations you intend to operate in - update in flight as required
  - *Power available*
  - *Power required (HIGE/HOGE)*
  - *Single engine airspeeds*

Date: 12/29/2005		Event#	BuNo.	154010	Modex:	13		
Crew	BARR /	Takeoff Point		Destination				
Temperature		23		20				
Pressure Altitude		4031		455				
Density Altitude		5936		1146				
Head Wind Magnitude		0		0				
Basic Weight		16679		16679				
Crew Weight		900		900				
Mission Equipment Weight		300		300				
Operating Weight		17879		17879				
Fuel Weight		3200		3200				
Total Aircraft Weight		21079		21079				
Payload		0		0				
Mission Weight		21079		21079				
<b>HIGE/HOGE</b>								
Maximum Gross Weight		24300	/	22923		24300	/	24102
Total Aircraft Weight		21079	/	21079		21079	/	21079
Allowable Load (Payload)		3221	/	1844		3221	/	3023
Torque Available (SE normal/military)		98	/	104		116	/	124
(DE normal/military)		100	/	104		116	/	124
Mission Torque Required at HIGE/HOGE		77	/	88		74	/	85
Torque Required at Maximum Gross Weight HIGE/HOGE		91	/	98		88	/	100
Mission Weight Best Range/ Maximum/Minimum Allowable Weights		116	/	68		123	/	71
Minimum/Maximum Single- Engine Airspeed		NoCalc	/	NoCalc		30	/	97
Best Single-Engine Airspeed		NoCalc				66		
Maximum Single-Engine Weight		20605				24300		

# Fly the Numbers



The height-velocity curve is sometimes referred to as the **dead man's curve** by helicopter pilots, as operation outside the safe area of the chart can be fatal in the event of a power failure.

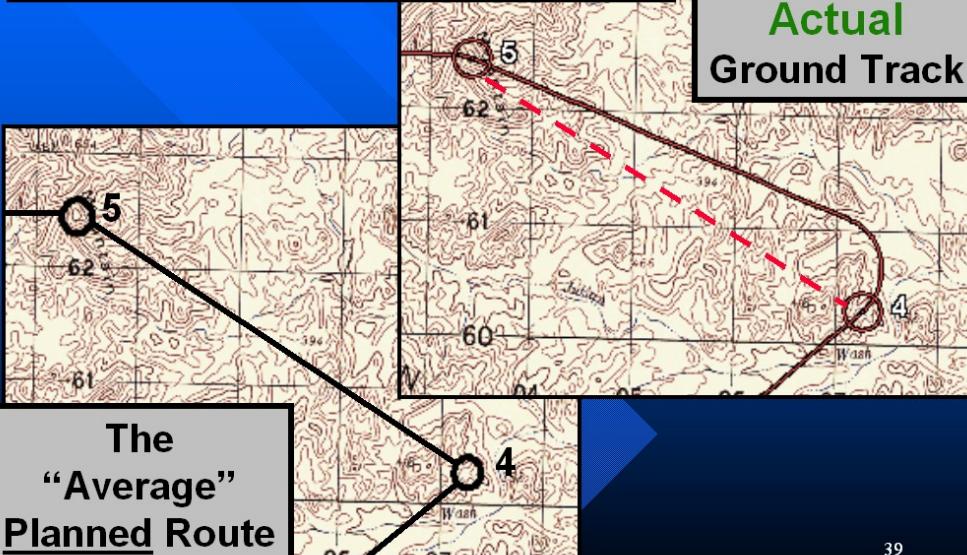


# Plan for Success

# Solid Basics

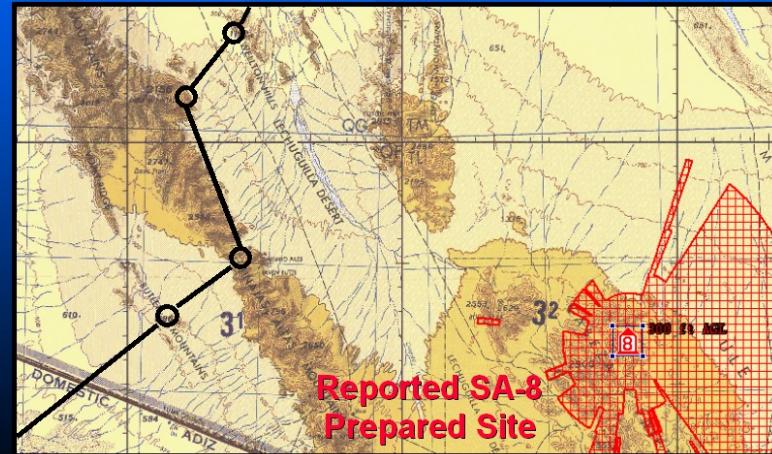
- Attention to detail
- Simple plan
- Honor the threats

**“What you plan may not  
be what you fly!”**

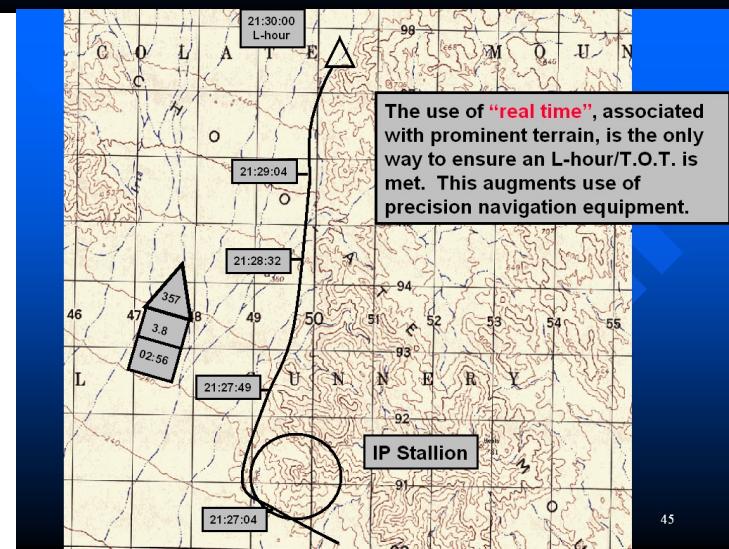


## Consider the Threat

## ■ Plan SEAD and routing accordingly



## Reported SA-8 Prepared Site



The use of "real time", associated with prominent terrain, is the only way to ensure an L-hour/T.O.T. is met. This augments use of precision navigation equipment.

# Asset Integration/De-confliction

## In General...

- Must have at least 2 of 3

1. Altitude Separation
2. Geographic Separation
3. Time Separation

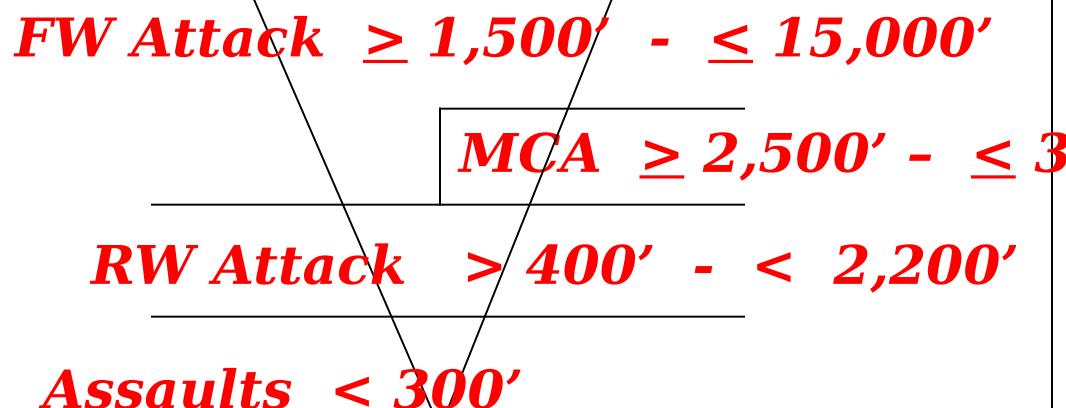
- Plan for multiple routes

    Ingress/Egress/Bingo profile

- Don't over fly the same terrain

    repeatedly - remain  
    unpredictable

- FAC/FAC(A) control the objective  
    areas - positive communication  
    is  
    required for entry

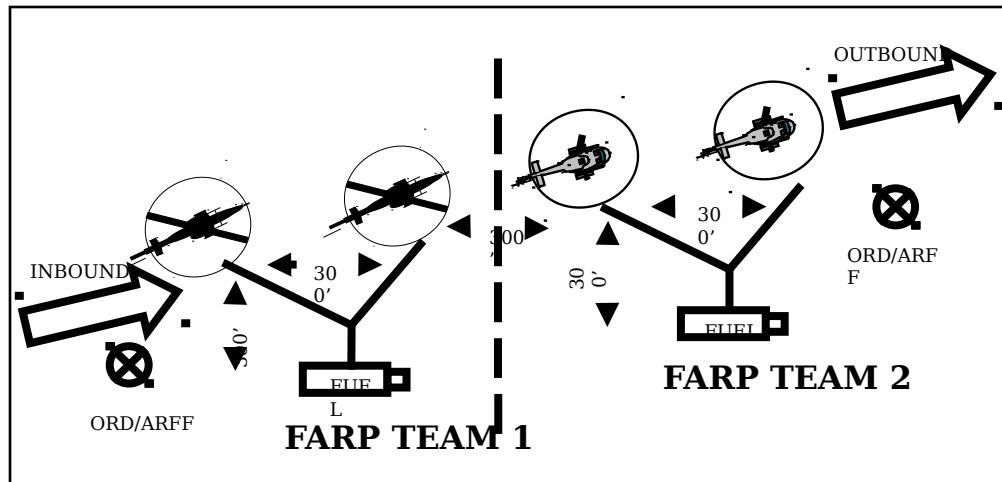


- Utilize Fire Support Coordination Measures
- Solid target area geometry
- Plan for C<sup>2</sup>

# FARP Operations

- Treated as another Objective Area

- TAFDS, RGR, TBFDS

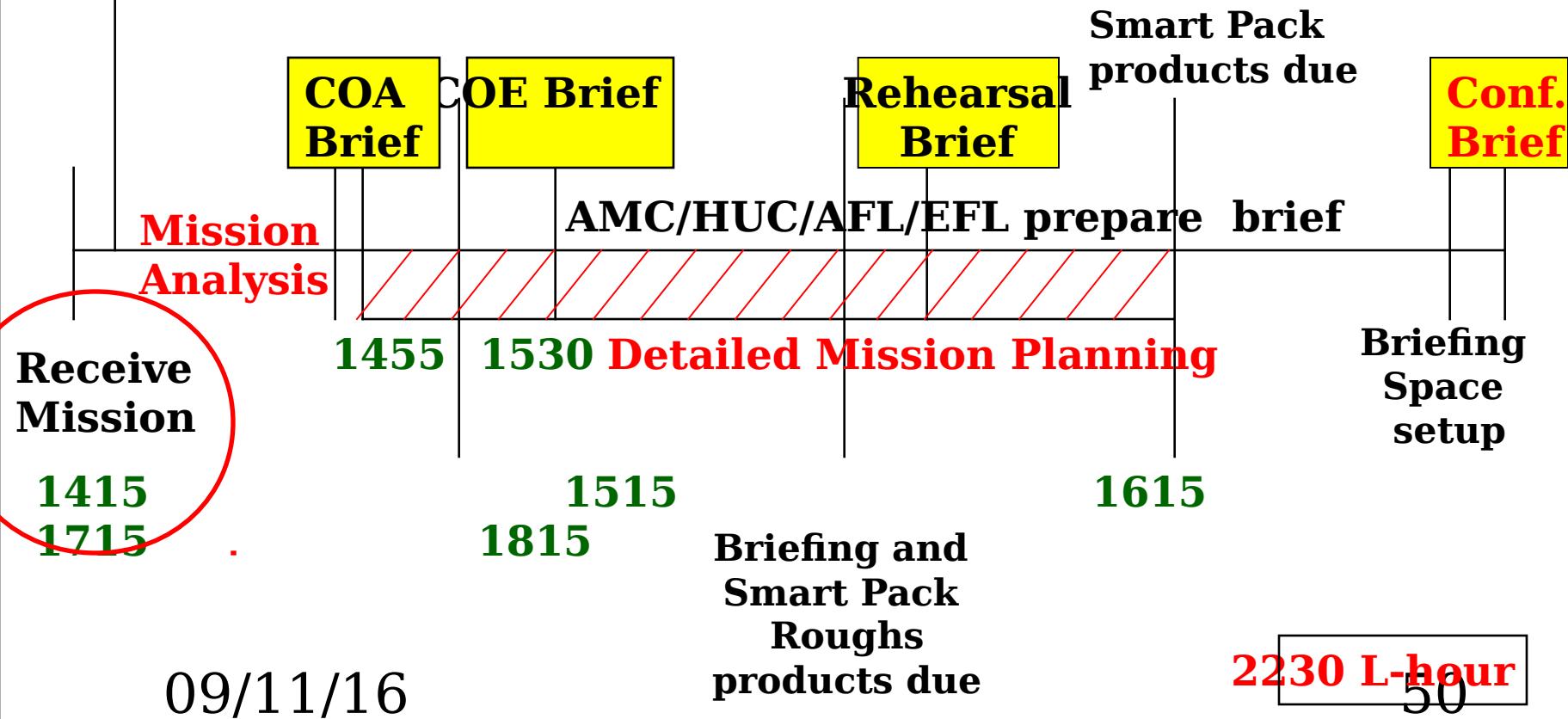


# Efficient Time Management

Mission  
Planners  
Assigned/  
Ready

## Sample R2P2 Time Line

### Parallel and Concurrent Planning



# Solid Fire Support Plan

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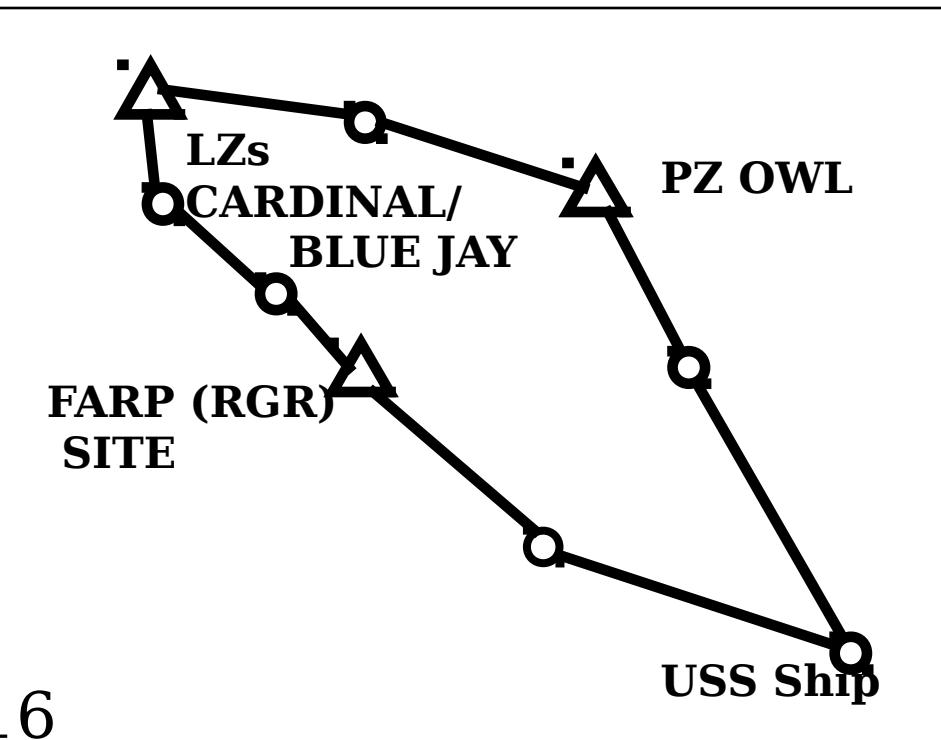
UNIT/PHASE	LPD-PZ	PZ OWL	PZ-BLUEJ AY	PZ TO CARDINAL	L-HR-L+1	BP DEF
<b>A Co</b>		Priority FW/RW CAS/ARTY				PRI FW/RW CAS ARTY/MORT
<b>FAC (A)</b>					PRI FW/RW CAS ARTY/MORT	
<b>EFL</b>	PRI FW/RW ARTY		PRI FW/RW ARTY	PRI FW/RW ARTY/MORT		
<b>ARTY</b>		PRI TGT PR 1001				
<b>81s</b>				PRI TGT PR 1001		
<b>FW</b>	2XAV-30MIN STRIP			2XAV-8	2XAV-8	
<b>RW</b>	RGR	OWL	2XAH	2XAH	2XAH	30 MIN STRIP AT FOB

***Similar methodology applies to other specified or i.e. CASEVAC, TRAP, etc.***

# Assets

- Accurate HEALT and

WAVE	HELO UNIT AND FLT NO.	NO AND A/C	FROM CARRIER	TO REPORT "ORIGIN"	TIME			DEST.	TRROP UNIT EQUIPMENT AND SERIAL	
					LOAD	LAUNCH	LAND		LZ	LS
1	METAL	2 CH-53E	LHA	LPD	2030	2045	2115	PZ OWL	DET, WPNS CO SERIAL 201, 202 3RD PLT(-), CO A, DET WPNS CO 107/201, 108/202	
				PZOWL	2115	2130	2200	BLUE JAY		
2	RAGE	6 CH-46E	LHA	PZ OWL	2145	2200	2230	CARDINAL	CO A (-) SERIALS 101-106	



WAVE	HELI TEAM FLIGHT SERIAL	TROOP UNIT	NO.	SUPPLIES & EQUIPMENT	WEIGHT			
					PERS	EQUIP	TOTAL	
2	101	Plat Cmdr, 1st Plat, Co A	1	Normal Combat	220		220	
		Radio Operator	1	PRC-119	220	25	245	
		1st Sqd, 1st Plat, Co A	10	Normal Combat	2200		2200	
		1st Tm, 1st Sqd, Engr Plat	3	Anti-personnel/tank mines	660	200	860	
				<b>15</b>			<b>3525</b>	
102	102	CO, Co A	1	Normal Combat	220		220	
		CO Radio Operator	2	2X PRC-119	440	50	490	
		FAC Tm #1	3	1X PRC-119/1X PRC-113/1X PRC-104	660	75	735	
		2nd Sqd, 1st Plat, Co A	9	Normal Combat	1980		1980	
				<b>15</b>			<b>3425</b>	
103	103	Plat Sgt, 1st Plat, Co A	1	PRC-113	220	25	245	
		3rd Sqd, 1st Plat, Co A	11	Normal Combat	2640		2420	
		3rd Tm, 1st Sqd, Engr Plat	3	Anti-personnel /tank mines	660	200	860	
				<b>15</b>			<b>3525</b>	
104	104	Plat Cmdr, 2nd Plat, Co A	1	Normal Combat	220		220	
		Radio Operator	1	PRC-119	220	25	245	
		1st Squad, 2nd Plat, Co A	10	Normal Combat	2200		2200	
		1st Tm, 1st Sqd, MG sect	3	1 M240G machine gun	660	50	710	
				<b>15</b>			<b>3475</b>	
105	105	2nd Sqd, 2nd Plat, Co A	10	Normal Combat	2200		2200	
		2nd Tm, 1st Sqd, MG sect	3	1 M240G machine gun	660	50	710	
		1st Tm Aslt Sect, Co A	2	1 SMAW	440	25	465	
				<b>15</b>			<b>3375</b>	
106	106	Plat Sgt, 2nd Plat, Co A	1	PRC-119	220	25	245	
		3rd Sqd, 2nd Plat, Co A	12	Normal Combat	2640		2640	
		2nd Tm, Aslt Sect, Co A	2	1 SMAW	220	<b>53</b>	245	
				<b>15</b>			<b>3130</b>	
09/11/16								

# Flexible Load Plans

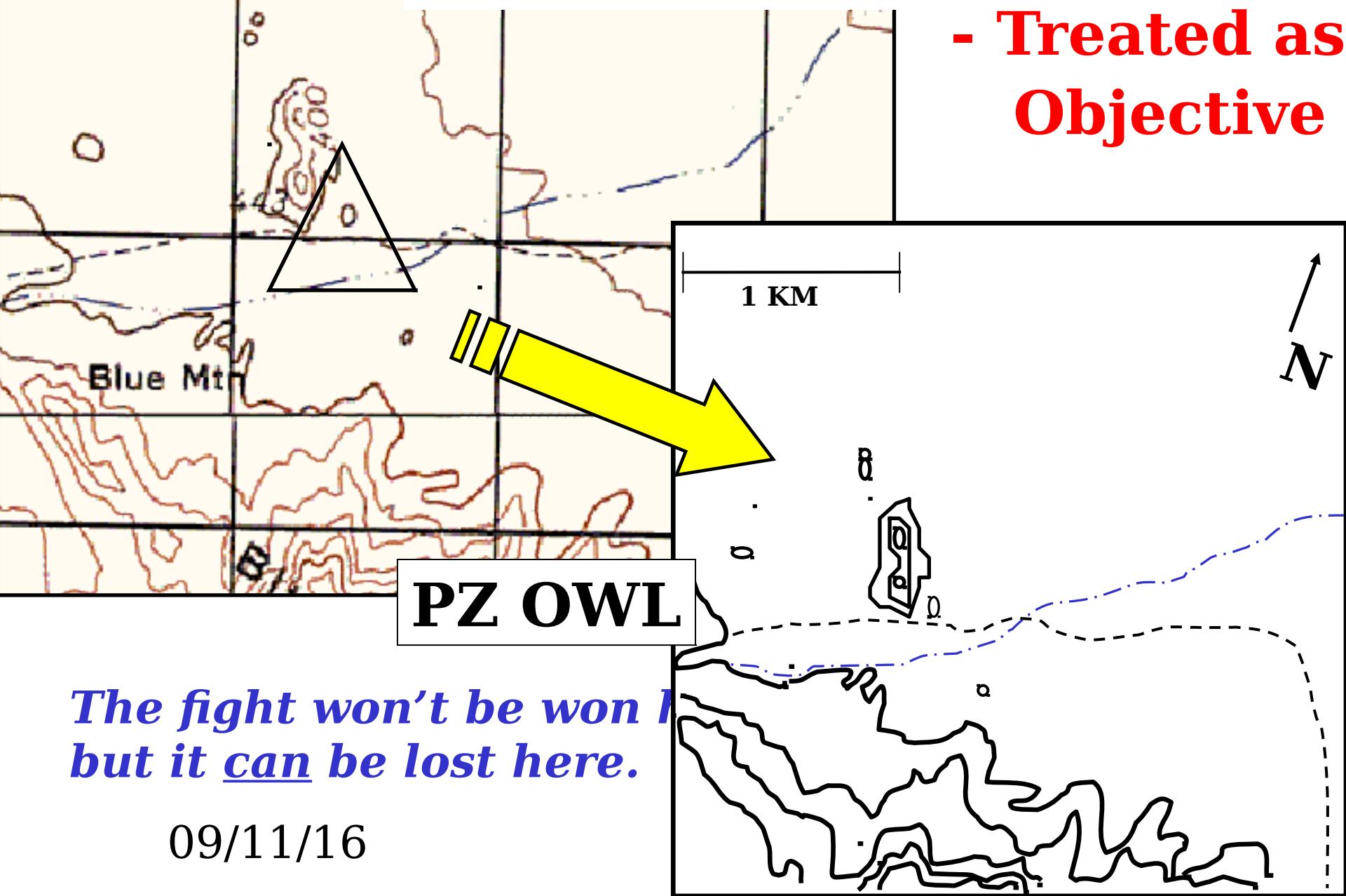
## - Lift Matrix

A/C	(0) CH-46	(1) CH-46	(2) CH-46	(3) CH-46	(4) CH-46	(5) CH-46	(6) CH-46	(7) CH-46	(8) CH-46
(0) CH-53	0	12	24	36	48	60	72	84	96
(1) CH-53	24	36	48	60	72	84	96	108	120
(2) CH-53	48	60	72	84	96	108	120	132	144
(3) CH-53	72	84	96	108	120	132	144	156	168
(4) CH-53	96	108	120	132	144	156	168	180	192

*The Lift Matrix is a simple and effective tool used in conce the HEALT and HWSAT to aid decision the process when a straggle is required*

# Pick-Up Zone

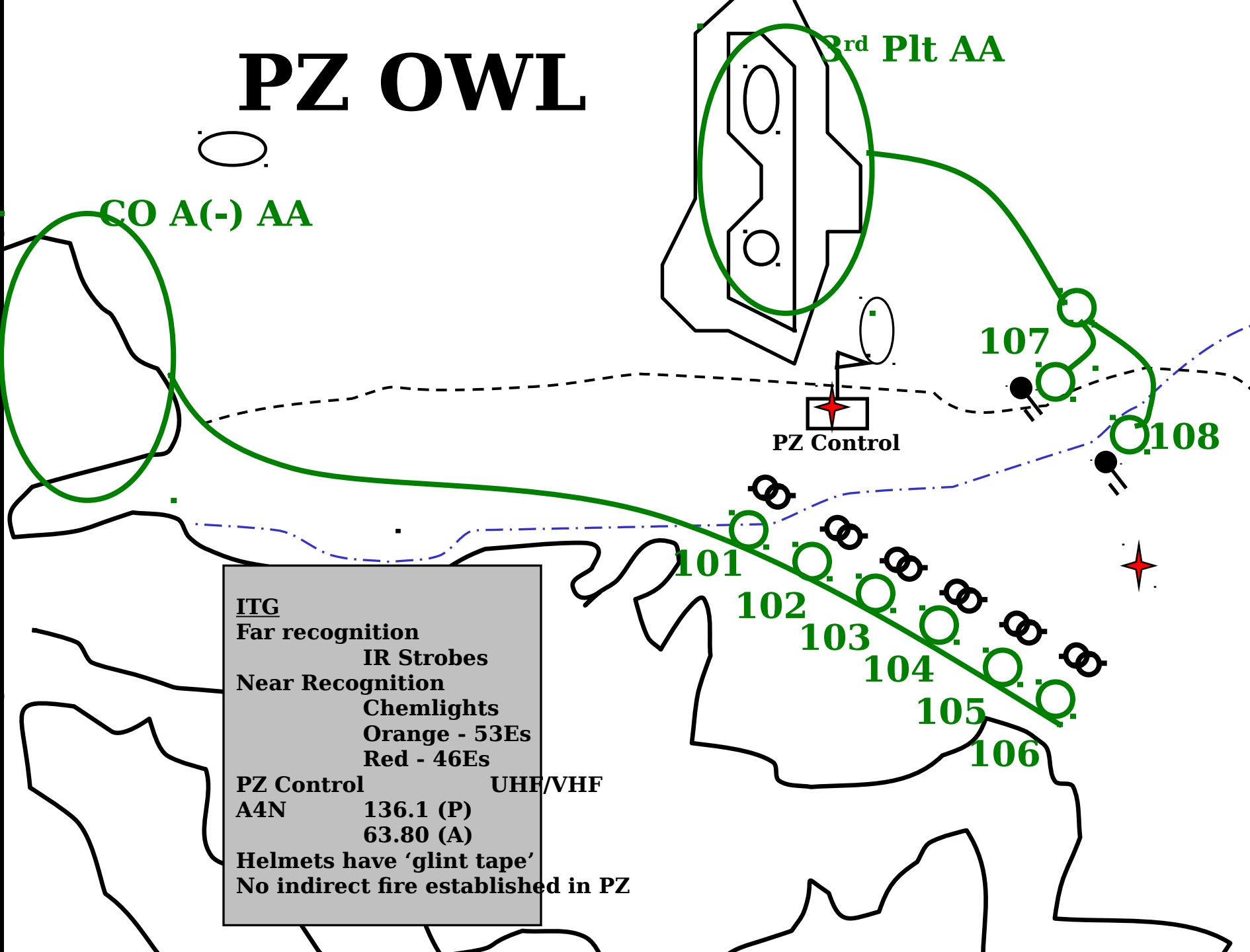
- Attention to
- Treated as Objective



*The fight won't be won here,  
but it can be lost here.*

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# PZ OWL



IP CHEVY

## Precisely integrated Objective Areas

EGRESS

ENEMY A  
OF ADVA

DALLAS

EGRESS/WAVE OFF

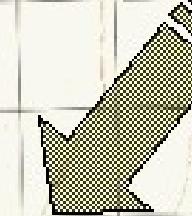
LZ CARE

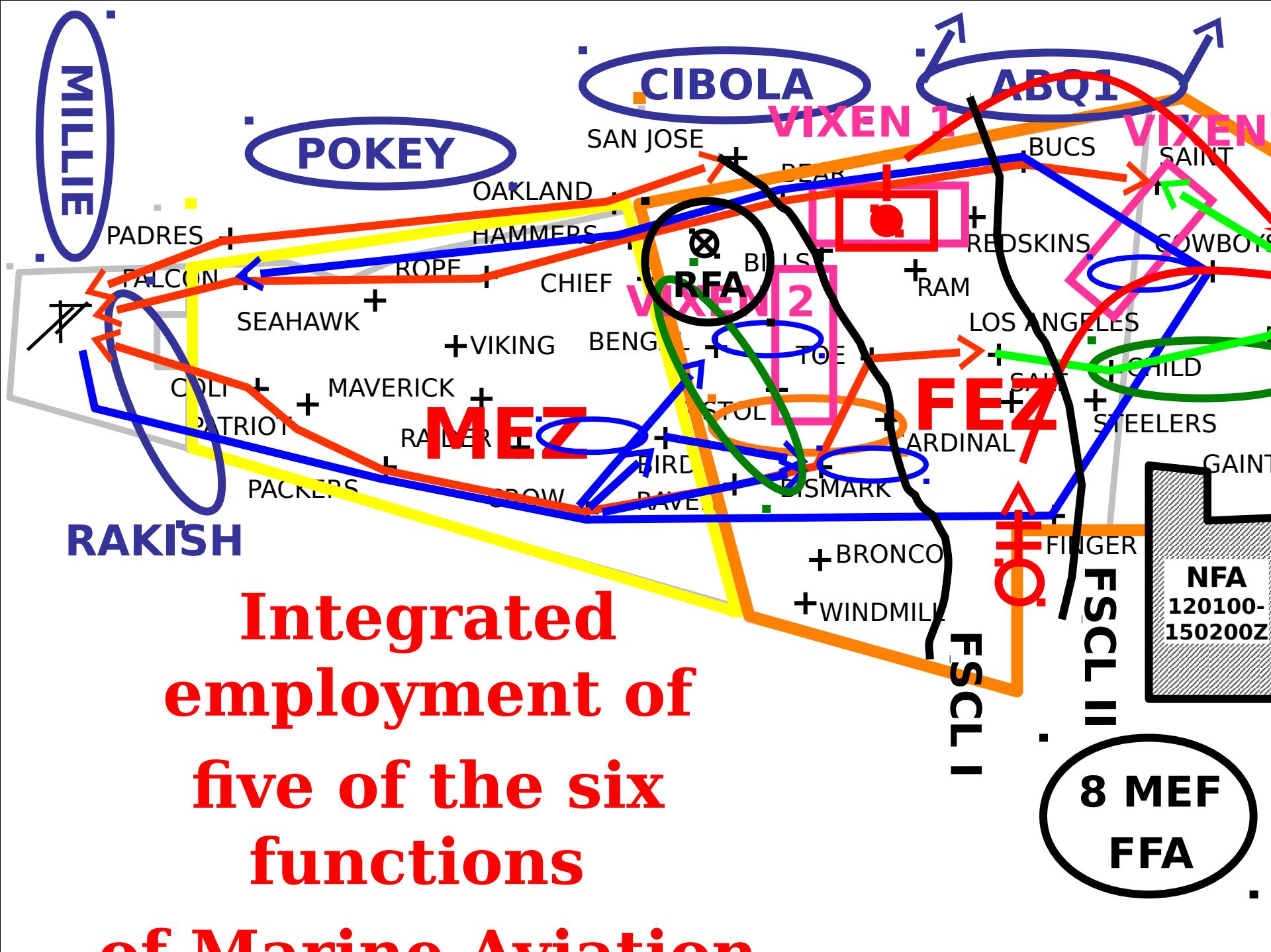
12S TM 90

LZ BLUEJAY

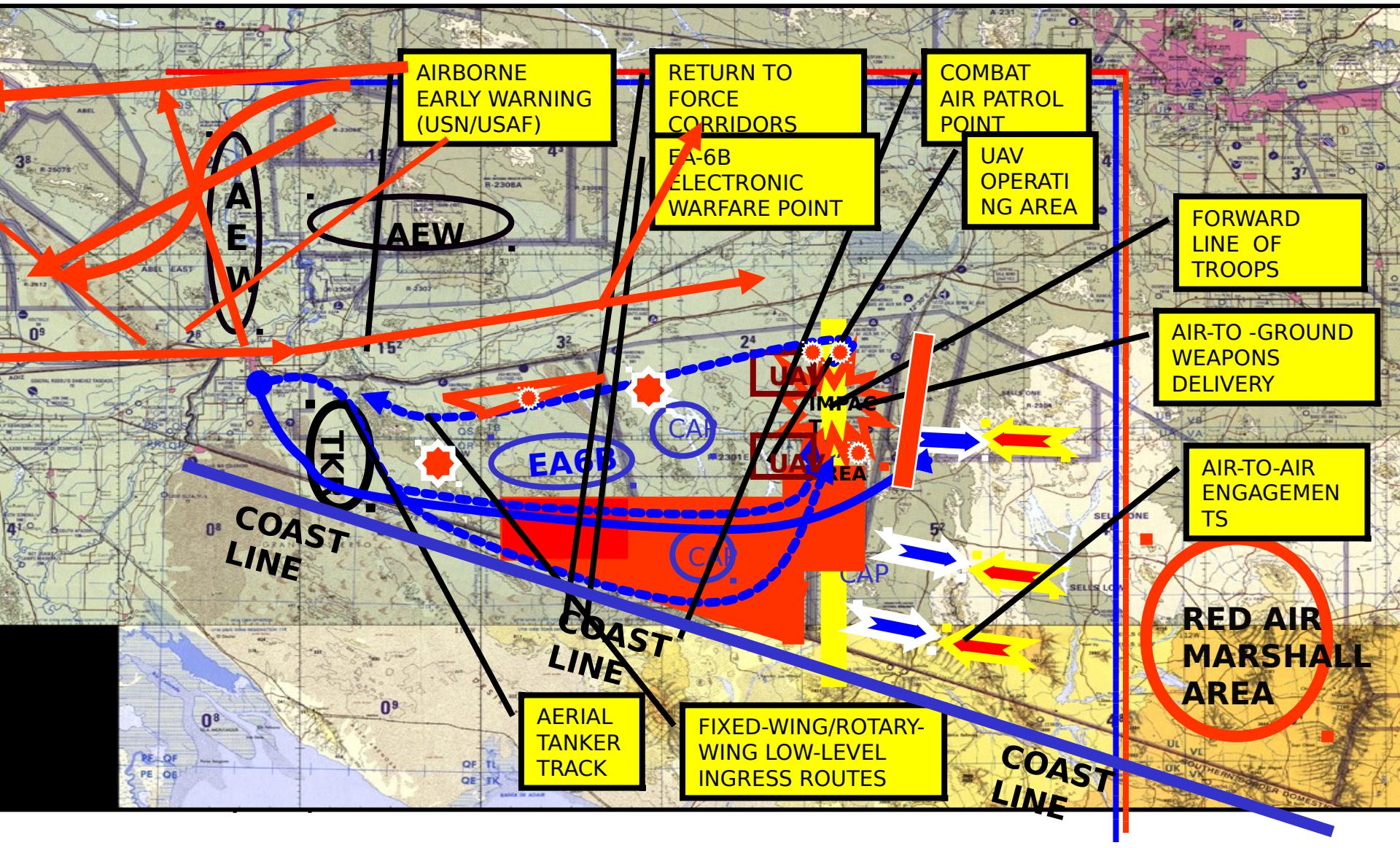
12S TM 903 004

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# Under the Single Battle Conce



*Other issues related to  
mission success...*

**“Quality, efficient,  
professional, Safe**

**Maintenance is job one”**

- **Inspections**
  - MALS-29
  - LogMat
  - AMMT
- **We put safe  
aircraft on the  
flight schedule -  
*PERIOD***

**[Empirically] “HMM-365 Maintenance is in the  
top 2% of all  
36 Squadrons in Second Marine Aircraft Wing”**

**[Anecdotally] “The Blue Knights have the best  
Maintenance  
Department we've seen in the last 18 months”**

# Other outside inspections

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- Command Safety Assessment/Maintenance Climate Assessment Survey
- (CSA/MCAS)
- Culture Workshop
- Naval Safety Center
- Safety Survey
- Equal Opportunity Survey

A+

***Our Squadron has a very healthy and safe climate***

# Within the Squadron

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- **HMM-365(Rein) DSS**
  - Hazard Detection
  - Hazard Elimination
  - Safety education and awareness
  - Manage a safety program which identifies, reports, and corrects hazards
    - Command Climate
    - Command Safety Goals
- **HMM-365(Rein) QA**
  - Manage maintenance programs
  - Hazard Detection
  - Hazard Elimination
  - Safety education and awareness
- **~~You...~~**

# We are doing things right!

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- Our Squadron
  - Well trained unit
  - Very good at the basics
  - Solid equipment and aircraft
  - Good planners and planning
  - Simple effective tactics
  - Threat awareness
  - Disciplined execution - aggressive, but well thought out
- Our Command Climate
  - Trust
  - Integrity
  - Accountability
  - Leadership
  - Communication

***Disciplined Warfighting***

# Why the ACE exists...

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*In general, we support the MAGTF;  
specifically*

***We support the Ground Combat  
Element,***

***We train and prepare for war,***

***We fight and we win,***

***We return home victorious - and with  
honor!***

# Parting Thoughts...

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**Make a difference everyday**

- Lead, mentor, and take charge
- Lead Marines the way you'd want to be led - the way they deserve to be led

**Trust your conscience - your “gut feeling”**

**We are our brother's keeper**

***Keep up the great work!***

***“Safety is a one-day-at-a-time, day-after-day struggle in a war that can never be won. All we can do is to try to win each battle, each day, everyday and pass the legacy on to our replacements. A safety record is only good at the close of business yesterday. One lost life or aircraft, and all those years mean nothing.”***

***MajGen Stalder***